

State of Washington
Decision Package

Agency: 310 Department of Corrections
Decision Package Code/Title: 93 Mandatory Caseload Adjustments

Budget Period: 2007-2009

Budget Level: M1 - Mandatory Caseload and Enrollment Changes

Recommendation Summary Text:

The Department requests funds to maintain current levels of services for projected forecasted changes. The Department will revise this decision package following the release and approval of the November 2006 official offender population forecast and community supervision forecast by the Caseload Forecast Council.

Agency Total

<u>Fiscal Detail</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
Operating Expenditures			
001-1 - General Fund - Basic Account-State	\$36,016,000	\$81,156,000	\$117,172,000

Staffing	<u>FY 2008</u>	<u>FY 2009</u>	<u>Annual Average</u>
FTEs	193.1	743.9	468.5

Program 100-Administration and Program Support

<u>Fiscal Detail</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
Operating Expenditures			
001-1 - General Fund - Basic Account-State	\$2,438,000	\$4,563,000	\$7,001,000

Staffing	<u>FY 2008</u>	<u>FY 2009</u>	<u>Annual Average</u>
FTEs	26.3	64.6	45.5

Program 200-Institutional Services

<u>Fiscal Detail</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
Operating Expenditures			
001-1 - General Fund - Basic Account-State	\$24,777,000	\$60,091,000	\$84,868,000

Staffing	<u>FY 2008</u>	<u>FY 2009</u>	<u>Annual Average</u>
FTEs	86.4	546.9	316.7

Program 300-Community Corrections

<u>Fiscal Detail</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
Operating Expenditures			
001-1 - General Fund - Basic Account-State	\$8,727,000	\$15,037,000	\$23,764,000
Staffing			Annual
FTEs	<u>FY 2008</u> 80.4	<u>FY 2009</u> 132.4	<u>Average</u> 106.4

Program 400-Correctional Industries

<u>Fiscal Detail</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
Operating Expenditures			
001-1 - General Fund - Basic Account-State	\$0,000	\$1,149,000	\$1,149,000
Staffing			Annual
FTEs	<u>FY 2008</u> N/A	<u>FY 2009</u> N/A	<u>Average</u> N/A

Program 600-Interagency Services

<u>Fiscal Detail</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
Operating Expenditures			
001-1 - General Fund - Basic Account-State	\$74,000	\$316,000	\$390,000
Staffing			Annual
FTEs	<u>FY 2008</u> N/A	<u>FY 2009</u> N/A	<u>Average</u> N/A

Package Description

Mandatory Workload Adjustment – Program 200 – Institutional Services

Caseload Background

The Department operates 15 institutions and 15 work release facilities, and provides them with the appropriate levels of staffing, security features, and equipment necessary to detain and safely manage offenders housed in total and partial confinement. These institutions and work releases employ approximately 5,700 employees. Each institution is obligated to provide a range of basic services, including food service, health care, education, vocational, and work programs. The Caseload Forecast Council projects that the Average Daily Population (ADP) will be 19,225 in Fiscal Year 2008 and 20,159 in Fiscal Year 2009 based on the June 2006 Prisons Forecast. The Department is currently funded for an ADP of 18,259. The Department is requesting funding for an additional ADP in Fiscal Year 2008 of 966 and an additional ADP in Fiscal Year 2009 of 1,900. The June 2006 Forecast is 13 percent higher than the funded base level ADP at the end of Fiscal Year 2009 and will result in an overcrowding level of approximately 2,400 by the end of Fiscal Year 2009.

Long-Term Operating Capacity Measures

The Department's additional operational capacity to address the June 2006 Forecast, which includes HB 1966 – Identity Theft, EHB 3317 – DUI Penalties, 2SSB 6172 – Depictions of Minors/Voyeurism, 2SSB 6319 – Failure to Register, SSB 6460 – Crime with Sexual Motivation, and E2SSB 6239 – Reducing Crime, are as follows:

- Expand Cedar Creek Corrections Center (CCCC) and Larch Corrections Center (LCC) by 100 and 80 beds, respectively. This expansion is to address EHB 3317 – Driving Under the Influence (DUI) Penalties. The Department assumes the availability of these beds in July 2008.
- Expand Mission Creek Corrections Center for Women (MCCCW) by 220 beds. This expansion is to address the current increase in female offender, to address overcrowding at Washington Corrections Center for Women (WCCW) and EHB 3317 – DUI Penalties. Currently, WCCW is approximately 100 offenders over the operational capacity on a daily basis. The Department's other female facility, Pine Lodge Corrections Center for Women (PLCCW), is at or above its operational capacity, 359.
- Due to the change in legislation noted above, the Department was funded to complete Phase 1 and Phase 2 of Coyote Ridge Corrections Center expansion. This will increase the Department's operating capacity by 1,792 medium beds. The facility will house medium offenders and long-term minimums at this facility. The beds are assumed to be available by December 2008 and will be phased in during the remainder of Fiscal Year 2009 at a rate of one unit, 256-beds, per month.
- Increase Work Release capacity by 120 beds. The Department assumes 60 beds will be available by June 2008 and an additional 60 beds by June 2009.
- Emergency measures of 40 beds will continue at MCCCW until the facility reaches an operating capacity of 300.

Combined with the current capacity and the capacity changes noted above, the magnitude of overcrowding, approximately 2,400 by the end of Fiscal Year 2009, is too great to operate safe, secure, and efficient facilities. To manage population over capacity, or emergency population, the Department will continue with current rental bed agreements with local jurisdiction and the Corrections Corporation of America (CCA).

Short-Term Emergency Measures

The Department's updated rental bed capacity plan is as follows:

- The Department currently contracts with CCA for the entire out-of-state population. The Department utilizes three facilities, the Prairie Correctional Facility in Minnesota, the Florence Correctional Facility in Arizona, and the Eloy Correctional Facility in Arizona.
 - The total number of offenders in these facilities is approximately 970 at the end of July 2006.
 - The Department anticipates approximately 1,450 offenders out-of-state by the end of Fiscal Year 2008, and, with the completion of CRCC expansion, down to 100 by the end of Fiscal Year 2009.
- To address the violator forecast, the Department will be required to secure capacity outside of the current agreements.
 - The Department is increasing the capacity assumptions for King County 220 based on the historical population level. The population at King County was to decrease to 180 violators but on a month-to-month basis the population has been approximately 220.
 - The Department is planning on pursuing additional county beds in Fiscal Year 2008 to house the additional violator population. The Department is estimating the need for approximately 450 additional beds by the end of Fiscal Year 2008 and approximately 600 additional beds by the end of Fiscal Year 2009.

Non-Capacity Measures:

Correctional Worker Core Expansion

Correctional Worker Core (CWC) is designed to provide a core skill platform for the structured on the job training components of the Correctional Officer Achievement Program. Integrating New Employee Orientation with CWC for all correctional workers makes an efficient package. CWC addresses a variety of activities and skill frameworks that define the work of a corrections professional:

- Information management
- Behavior management
- Offender classification and programming
- Security management

CWC is currently offered in six locations, Clallam Bay Corrections Center (CBCC), Monroe Corrections Complex (MCC), Washington Corrections Center (WCC), Tacoma Criminal Justice Center to service facilities in the Pierce County area, Airway Heights Corrections Center (AHCC), and Washington State Penitentiary (WSP).

Each site runs approximately four to six CWCs per year with 20-25 participants per offering. Each offering is approximately six weeks in length. Participants include all job classes from business staff to correctional officers.

The Department currently uses “volunteer” instructors for each CWC. The “volunteer” instructor comes from a pool of approximately 700 certified instructors across the state. All instructors currently hold different positions within the Department and are dedicated instructors.

Although the curriculum is developed as one curriculum, how it is being delivered is inconsistent on a statewide basis. In an effort to assure that training deliveries are predictable and repeatable and to assume compliance with state laws, Department Policy, and American Correctional Association (ACA) standards the Department is proposing to consolidate the delivery of this training to one site with two satellite locations.

CWC will be delivered in Olympia with satellite locations in Monroe and Walla Walla. These sites will be able to deliver three, for a total of nine, CWC offerings concurrently, with a two week start time stagger. To accommodate the consolidation of CWC, the Department will be required to secure leased space in Olympia of approximately 14,000 square feet. MCC currently has a training building, but at this time it can only handle one CWC at a time. To accommodate two additional CWC offerings, lease space will need to be secured for approximately 20,000 square feet. The Department has entered into a lease for the Mill Creek Performance Center in Walla Walla for \$130,000 per year. Tenant improvements for this site will be requested in the Fiscal Year 2007 Supplemental Operating Budget.

The need to increase CWC offerings is driven by the anticipated baseline increase in the number of staff needing CWC. The primary reason for the baseline increase is due to expansions at WSP and CRCC. The Department estimates that in Fiscal Year 2008, aside from new staff required for expansion, the number of staff required to attend CWC for normal attrition will be approximately 1,040 and 1,400 in Fiscal Year 2009. This is a 300 and 660 person increase, respectively, over the current baseline.

The Department anticipates finding adequate lease space in Olympia accommodate this delivery system by July 2007. At that time, the Department will discontinue utilizing CBCC, WCC, and Tacoma as CWC training sites. Walla Walla will begin running simultaneous CWC's effective in February 2007 to accommodate two major expansions occurring, WSP and CRCC. Because of this, the remaining sites

will need to continue operating CWC's until January 2009. At that time, the remaining sites will discontinue running CWC offerings and Monroe will start running the three CWC's.

As previously stated, CWC courses are instructed by Department staff who hold full-time positions outside of instruction. Although the pool of certified instructors is large, the ability to utilize them has diminished due to the Department's vacancy issues and turnover rates in the correctional officer's job classes. From 2004-2006, the Department vacancy rate for correctional officers job classes was approximately 3-11 percent. Also, the turnover rate in these job classes was approximately 11-14 percent. In addition, utilizing these staff, because each currently holds a position within the Department, increases the Department's overtime usage. In Fiscal Year 2006, the total number of overtime hours used due to CWC instructor coverage was 5,654. This equates to approximately \$170,000.

The Department is proposing using a dedicated project instructor pool. This will require 15 instructors per site to accommodate the running of three CWCs concurrently. The instructors will be Corrections Specialist 3 positions and will be two year project positions.

Health Services

In 2002, the Department began working with a team of consultants to develop the 2002 Health Care Facility Master Plan to meet the growing need for required offender health care. The master plan focused on the care provided and the physical plant resources at the Department's 15 prison facilities. The master plan addresses demand projections through 2011.

The master plan recommends that approximately 246,000 square feet of new or remodeled space be in service by 2011 in order to meet the projected demand. The recommendation is to split the new or remodeled space between men and women at approximately 85 percent and 15 percent, respectively.

To address this recommended increase the Department is requesting capital funding for three new health care facilities located at Washington Corrections Center for Women (WCCW), Washington Corrections Center (WCC), and Monroe Correctional Complex (MCC). WCCW and WCC are anticipated to be completed in the 2007-2009 Biennium.

The Department is requesting operating funds in conjunction with the Department's Capital request to add 23,385 square feet to the WCCW infirmary. WCCW currently has 5 infirmary beds and 5 close observation beds. The capital project remodel will add 5 additional infirmary beds, which can be used as close observation beds, 2 sheltered care beds, and 2 extended care beds, which is consistent with the Master Plan.

To address the male population need, the Department is requesting Capital funds for 145,461 square feet at WCC and MCC. Capital funded projects at Washington State Penitentiary (WSP) and CRCC add 66,228 of square footage for health care.

The Department is requesting operating funds in conjunction with the Department's Capital request to add square footage at WCC. Operating funds for MCC will be requested in the 2009-2011 Biennium. WCC currently has 16 infirmary beds and 5 close observation beds. The capital project remodel will add 10 additional close observation beds and reduce infirmary beds by 1.

Indeterminate Sentencing Review Board

The Department needs additional resources to perform psychological and risk evaluations for offenders with offense dates before July 1, 1984 and are sanctioned with sentences subject to an inmate's earning parole, which are under the Indeterminate Sentencing Review Board (ISRB) jurisdiction. For these offenders to be released, the Indeterminate Sentence Review Board must determine if there is a

preponderance of the evidence that the offender will commit another offense if released. This information is essential for the ISRB to determine if these offenders are releasable to the community.

Mandatory Workload Adjustment – Program 300 – Community Corrections

Caseload Background

The Department operates 132 field offices, community justice centers, Community Orientated Policing (COP) Shops, and Outstations and provides them with the appropriate levels of staffing, security features, and equipment necessary to safely supervise offenders in the community. These field locations employ approximately 1,250 staff. Each field location is used for staff, offender programming and as places for the offenders under community supervision to report.

The Caseload Forecast Council (CFC) projects the average active offender population will be 27,365 in Fiscal Year 2008 and 28,403 in Fiscal Year 2009 based on the June 2006 Community Corrections Forecast. The caseload assumed in funded base level is equivalent to the funded February 2006 Forecast for Fiscal Year 2007 and the legislation passed in the 2006 Legislative Session that impacted the population of offenders on community custody. Substitute Senate Bill 6319 (SSB 6319) passed during the legislative session, which increased the penalties for Failure to Register as a Sex Offender by increasing the seriousness level and the community custody term.

The Department is currently funded for an average annual active offender community custody population of 25,505. The Department is requesting funding for an additional Average Daily Population (ADP) in Fiscal Year 2008 of 1,860 and an additional ADP in Fiscal Year 2009 of 2,898. The June 2006 Forecast is 11.9 percent higher than the funded base level ADP at the end of Fiscal Year 2009 and will result in the Department not having the resources to adequately supervise over 3,000 offenders in the community by the end of Fiscal Year 2009.

Mandatory Workload Adjustment – Program 100 – Administration and Program Support

Workload

The Administration and Program Support model is driven by additional positions that are required to manage the projected changes in the offender institutional and supervision caseloads. **The staffing needs for expansion sites is being addressed separately.** Staffing resources are required in the following areas: Information Technology, Business Services, and Human Resources.

Information Technology

Information Technology staffing resources provide technical support to the correctional operations staff for a wide range of services including mainframe applications, electronic mail, web applications, desktop productivity applications, offender kiosks, file and print services, and local and wide area networks connectivity internal and external to the Department. These services are provided to over 140 different facilities, field offices, and outstations throughout the state.

Business Services

Business Services staffing resources are responsible for fiscal services, business services, offender banking, and warehouse support throughout the five regions. Duties include payroll, purchasing, processing vendor payments, accounts receivable, accounts payable, offender funds including debt collection and obligations, and managing all warehouse and stores operations state-wide.

Human Resources

Human Resource staffing resources provide the personnel support required throughout the Department. These duties include the recruiting, screening, and selection of employees; enhancing diversity in the organization; ensuring compliance with Merit System Rules and state and federal regulations; providing support to the Department's staff on personnel issues; managing personnel records; providing consulting

and support for the grievance process; implementation of the *Washington Works* project (HR 2005); and the investigation and disposition of employees misconduct incidents.

Expansion:

The Department is requesting increased staffing for Human Resources, Financial Service, and Information Technology to handle the on-site needs of expanding Coyote Ridge Corrections Center, Cedar Creek Corrections Center, Mission Creek Corrections Center for Women, and Larch Corrections Center. Expansion needs for each facility were unique depending upon current staffing levels. The Department modeled the staffing expansion needs for CRCC after AHCC however due to location included an additional truck driver. The expansion needs for the camps included services unique to each facility, location, and population.

- Coyote Ridge Corrections Center 11.4 FTEs and \$1.9 Million for 07-09 Biennium which includes start-up and operational resources.
- Mission Creek Corrections Center for Women 3.0 FTEs and \$.3 Million for the 07-09 Biennium which includes start-up and operational resources.
- Cedar Creek Corrections Center 2.0 FTEs and \$.4 Million for the 07-09 Biennium which includes start-up and operational resources.
- Larch Corrections Center .5 FTE and \$.1 Million for the 07-09 Biennium which includes start-up and operational resources.

Narrative Justification and Impact Statement

How contributes to strategic plan:

This request is critical to agency activities, the strategic plan, and statewide results. The request ensures that the Department has the necessary resources to maintain current levels of service and performance.

This request is required to sustain the agency activities: *Confine Convicted Adults in State Prisons, Corrections - Core Administration, Health Care Services for Adults in State Prisons, Supervise Adult Offenders in the Community, and Re-Entry Services for Adult Offenders*. The resources identified will be directed to support the agency strategies such as ensuring that facilities and offices are safe and secure, deploying resources efficiently, and effectively with regard to meeting constitutional mandates, meeting offender violations swiftly and with certainty, and improved intervention strategies targeted at identified risk factors. These strategies move the Department closer to meeting its high-level organizational goals of reducing offender risk to re-offend and reducing victimization and enhancing organizational capacity and competency. These high-level goals are intermediate outcomes and help achieve statewide results that improve the safety of people and property.

Performance Measure Detail

No measures were submitted for this package.

Reason for change:

Caseload

This request does not add new services, functions, or activities. The funds requested are necessary to manage the projected change in offender populations, using current practices, policies, and procedures.

Impact on clients and services:

Caseload

The requested resources will allow the Department to maintain the current level of services expected by Department policy, practices, and procedures.

Impact on other state programs:

N/A

Relationship to capital budget:

All changes to capacity, with the exception of the Mission Creek Expansion from 200 to 300, are funded in the capital budget.

Funding to increase work release capacity will be secured in the operating fund as a debt-service payment.

Required changes to existing RCW, WAC, contract, or plan:

N/A

Alternatives explored by agency:

N/A

Budget impacts in future biennia:

Funding will be required in future biennia assuming a similar level of offenders.

Distinction between one-time and ongoing costs:

This request includes one-time costs of furnishings, equipment for new positions and one-time costs for furnishings, equipment, and vehicles for facility expansions. The amounts are:

- Program 100: \$618,000 in Fiscal Year 2008 and \$353,000 in Fiscal Year 2009.
- Program 200: \$2,250,000 in Fiscal Year 2008 and \$3,072,000 in Fiscal Year 2009.
- Program 300: \$1,349,000 in Fiscal Year 2008 and \$789,000 in Fiscal Year 2009. .

Effects of non-funding:

Institutions Caseload

Should the Department not receive sufficient funding to manage the incarcerated offender population, offenders will be housed in dangerously over-crowded and under-staffed facilities. The offenders will have inadequate opportunities for productive use of their time, such as employment, education opportunities, or vocational training. They may not receive necessary chemical dependency and mental health treatment, dental care, and other aspects of health care mandated by law. Such conditions could contribute to increased offender aggression and violence, as well as impact recidivism.

Community Correction Caseload

Not funding forecast growth in the offender supervision population will restrict the Department's ability to meet the mission of protecting the public and the legal requirement to supervise the community-based sentences of felons and gross misdemeanants for those convicted of offenses requiring post release supervision.

Administration and Support

Not funding for support services will impact essential services provided by Correctional Operations and Community Corrections. Impacts will impede support services ability to hire Community Corrections Officers (CCOs) and Correctional Officers (COs) in a timely fashion; delay information technology connection for CCOs, and delay payment to service providers such as Chemical Dependency and Educational providers.

Expenditure Calculations and Assumptions:

Program 200 – Institutional Services:

This proposal assumes conversion of the emergency measures at AHCC and the emergency measures at the minimum unit at MCC to capacity. The Department has secured funding for these changes in previous biennial budgets.

- Capital facility expansion will be completed for the CRCC expansion in Fiscal Year 2009 (December 2008). Start-up funding, in addition to operational funding, is required to properly equip and establish the new living and programming space. Funding is also requested with the assumption that laundry services will be purchased through Correctional Industries (CI). It is estimated that approximately \$833,000 in laundry equipment will need to be purchased by CI. Funding is assumed to be lease-purchase.
- As part of the CRCC expansion, the Department will also create a CI Food Factory at CRCC to service Southeast Washington. Funding is requested for equipment to implement this program. It is estimate that approximately \$4.2 million in equipment will need to be purchased by CI. Funding is assumed to be lease-purchase.
- Capital facility expansion will be completed for LCC and CCCC in Fiscal Year 2009 (July 2008). Start-up funding, in addition to operational funding, is required to properly equip and establish the new living and programming space.
- Capital facility expansion will be completed for the first 120 beds at MCCCW in Fiscal Year 2008 (December 2007) and the second 100 beds in Fiscal Year 2009 (June 2009). Start-up funding, in addition to operational funding, is required to properly equip and establish the new living and programming space.
- The Department will secure 120 beds by the end of Fiscal Year 2009 (June 2009) for use as a work release facility. Funding includes start-up funds, ongoing operating funds, contract provider funds, and room and board recoveries.
- Capital infirmary expansion will be completed for WCC in Fiscal Year 2009 (May 2009) and at WCCW in Fiscal Year 2010 (July 2009). Funding includes start-up funds and ongoing operating funds for WCC. Funding associated with WCCW is for start-up funds and staff training.
- Consolidation of training assumes start-up funding to facilitate the consolidation of current CWC sites into one site with two satellite sites. Also included is funding for 15 dedicated project instructors, Corrections Specialist 3 positions and associated start-up and operating costs. Lease costs are assumed at \$21 per square feet. Lease costs for Walla Walla are based on a current lease agreement. Olympia and MCC will require the leasing of facilities to accommodate the increase. Funding is requested to accommodate the base number of staff needing training due to expansion at WSP and CRCC. These costs include materials, clothing, and per diem for participants.

Rental bed rates have been adjusted for inflation:

- The CCA daily rate will not increase in the 2007-2009 Biennium. The contract will cover all offenders placed in CCA facilities. For population up to 200, the daily rate is \$57.41, for population over 200 but less than 400, the daily rate is \$55.39, and for population over 400, the daily rate is \$53.37.
- The daily rate at Pierce County will increase to \$74.00 beginning July 2006.

- All other rates will remain constant.

The proposal, in whole, assumes an additional 317.5 FTEs will be required to staff and operate the additional beds and manage the additional offenders projected to enter the Department's jurisdiction in the next biennium and administer the Rent-a-Bed Program. Staffing resources are based on models for custody and non-custody positions. These models take into account the unique characteristics of the physical plant, offender classification, and offender needs in each new, reduced, or expanded facility.

Program 300 – Community Supervision:

Caseload impacts are based on the Caseload Forecast Council's June 2006 Forecast. The risk distribution of forecast offenders is based on the actual caseload distribution as of June 2006.

Workload assumptions for supporting forecast offenders are based on the community corrections staffing model utilized by the Department during the 2003 Legislative Session. The current staffing model uses updated results from the 2004 Community Corrections Workload Study. The caseload increases results in a biennial cost of \$20 million.

Caseload assumptions by risk level compared to assumptions used in the 2007-2009 Biennium carry-forward levels are shown below on Table 1.

Table 1

	RMA	RMB	RMC	RMD/OMA /Treat Ref	Unclass	Workload Overrides	Total
<u>2008 Average Offenders</u>							
FY 2008 Funded Feb 2006 CFC							
Forecast Carry Forward Level	7,570	6,549	1,994	3,814	1,293	4,285	25,505
Change for June 2006 Forecast	<u>1,069</u>	<u>609</u>	<u>(195)</u>	<u>526</u>	<u>(321)</u>	<u>172</u>	<u>1,860</u>
Revised FY 2008	8,639	7,158	1,799	4,340	972	4,457	27,365
<u>2009 Average Offenders</u>							
FY 2009 Funded Feb 2006 CFC							
Forecast Carry Forward Level	7,570	6,549	1,994	3,814	1,293	4,285	25,505
Change for June 2006 Forecast	<u>1,396</u>	<u>880</u>	<u>(127)</u>	<u>691</u>	<u>(284)</u>	<u>342</u>	<u>2,898</u>
Revised FY 2009	8,966	7,429	1,867	4,505	1,009	4,627	28,403

Program 100 – Administrative Services:

Staffing expenditures have been calculated using an average salary and benefit calculated by the Salary Projection System for Fiscal Year 2007 actuals for each job class. Goods and services expenditures include computer leasing, software, office supplies, workstations, and infrastructure connectivity. Additional funding to purchase cars will provide Information Technology staff transportation to the over 163 statewide sites. Travel expenditures have been calculated using an average for each job class. Expansion requests includes one-time equipment and supplies for each facility site.

One-time funding for equipment and supply needs for expansion sites is included in the request.

<u>Object Detail</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
A Salaries and Wages	\$8,534,000	\$32,188,000	\$40,722,000
B Employee Benefits	\$2,972,000	\$11,605,000	\$14,577,000
E Goods and Services	\$5,698,000	\$13,752,000	\$19,450,000
G Travel	\$323,000	\$526,000	\$849,000
J Capital Outlays	\$1,889,000	\$1,177,000	\$3,066,000
N Grants, Benefits, and Client Services	\$16,600,000	\$17,832,000	\$34,432,000
P Debt Services	\$0	\$4,076,000	\$4,076,000
Total	\$36,016,000	\$81,156,000	\$117,172,000